A STUDY ON IMPACT OF HRM PRACTICES ON EFFECTIVENESS OF TEAM BUILDING WITH SPECIAL REFERENCE TO BANKING SERVICES, TAMILNADU

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Abstract: **This study contributes towards the information on HR works on identifying with Team building in the association, particularly on teams and team rehearses. Other than concentrating on the execution parts of the representatives in the keeping money division, this investigation will investigate the elements that add to make a successful teamwork. The improvement of overviews to survey the level of team adequacy in target teams adds centrality to the accessible measurements for assessing target accomplishments. From a scholarly perspective, this examination will enable adjust to assemble writing by analyzing team viability and its part in adding to team execution, and, along these lines, making progress in business. From an administrative point of view, this examination will encourage top administration and team pioneers to enhance their comprehension of the connections among team viability and team execution. Thusly, they will know how to build up a successful team by focusing on particular team viability factors and inspire their partners to work together to wind up an exceedingly compelling team through HR practices.**

Keywords: **Team, Teamwork, HR Practices, banking services.**

1.   INTRODUCTION

Human resources are the most profitable resources, yet their esteem and adequacy is conceivable just with their proficient administration, generally the tremendous potential and vitality display in them is squandered. Alternate resources the monetary and material howsoever, might be copious, shrouded results just with legitimate use of the vital approach of HRM. Renis Likert was right in opining that " Every part of an association's exercises is controlled by the ability, inspiration and general adequacy of its human association of all took of administration, dealing with the human segment is the focal and most critical assignment, since all else relies on how well it is finished." HRM is the efficient arranging, improvement and control of a system of interrelated process influencing and including all individuals from an association. These procedures include: Human Resource Planning, Job and work configuration, staffing, Training and advancement, Performance examination and survey, pay and reward, Employee assurance and portrayal, Organization change. To successfully deal with these procedures, human resources frameworks are arranged, created and executed through the consolidated endeavors all things considered and human resources authorities and as often as possible all representatives in an association. So it is very apparent that HRM is an extremely far reaching and multifaceted approach coordinating towards the administrations of the general elements of an association through it most profitable resources i.e. human resources which incorporate prosperity and development of both association and its kin.

Human resources have been recognized as an indispensable input for the organizational effectiveness and efficient management of this resource has assumed a critical role to play in the performance and success of the organizations. The

effectiveness of management depends upon optimum utilization of different resources such as men, money, material, machines, methods, marketing etc. From the many factors listed above, Human Resource is an important factor because they can think, plan & arrange the work successfully towards the predetermined goals & objectives. Human resources are not only an important factor of management but they also play an important role in executing different functions such as planning, organizing, staffing, directing, coordinating & controlling. In total, these functions represent the management process.

Motivated human resources play key role in the success of an organization. Optimum utilization of this valuable resource becomes specialized branch of Management i.e. Human Resource Management. The simplest definition of management is to get the work done from others. That means for completion of work one has to get positive response from the work force. Motivated work force cans produce wonders for the organization. Human Resource is the common factor for any kind of industry. Hence in the banking industry also the role of HRM is the same.

Effective human resource management is about enabling each & every member of staff to reach his or her potential & make key contribution to words company survival and growth in an increasingly competitive world. This can be achieved through HR practices like Team building, Motivation, Interpersonal relationship and Training & development.

2.   CONCEPT OF TEAM BUILDING

Team building and coordinated effort are winding up progressively critical because of globalization, their essential objectives being to improve work adequacy and profitability. Working in conveyed teams is a communitarian movement that, if not completed productively, will hamper execution. One conceivable explanation behind an absence of profitability is that in the past teams have not gotten the fitting preparing expected to work well. Teambuilding is particularly critical and fundamental when a team faces issues of low creation or yield, expanding quantities of protests from team individuals, clashes or threats among team individuals, ineffectual team gatherings, and choices that are misjudged or not completed appropriately. Be that as it may, preparing for disseminated teams is getting to be costly and tedious in light of the expansion in globalization. The pattern toward scattered teams requires new correspondence procedures through new channels. Therefore, specialists are investigating team-building sessions utilizing diverse correspondence modes as teams have less chances to communicate up close and personal in the present business condition.

Since eye to eye gatherings, the conventional and much of the time utilized mode for team building exercises, are expensive and tedious in internationally circulated associations, virtual gatherings have turned out to be broadly utilized. In any case, current two-dimensional web based gathering instruments may not pass on the feeling of vicinity and harmony fundamental for working in a team.

Team building includes a wide assortment of exercises, introduced to associations and went for enhancing team execution. It is a rationality of occupation outline that considers representatives to be individuals from related teams as opposed to as individual workers. Team building is an essential factor in any condition, its center is to represent considerable authority in drawing out the best in a team to guarantee self-improvement, positive correspondence, administration aptitudes and the capacity to work firmly together as a team to take care of issues. While work conditions regularly target people and individual objectives, with reward and acknowledgment singling out the accomplishments of individual representatives, with great team-building aptitudes, representatives can be joined around a shared objective to create more prominent efficiency. Without teams, representatives are constrained to singular endeavors alone yet with teambuilding, workgroups advance into firm units and offer desires for achieving bunch assignments, added to trust and support for each other and regard for singular contrasts. From the mid-1980s team-based structures have been supplanting the very formalized, incorporated and departmentalized unthinking structures that were beforehand the standard in work associations. The utilization of teams has spread quickly emerging from the conviction that the improvement of solid and compelling creation and administrative teams will prompt the potential for higher execution and expanded occupation fulfillment. There are collaborations to be picked up from more noteworthy levels of inclusion in the workforce. The team manufacturer drives the team towards cohesiveness and efficiency. A team goes up against its very own existence and must be frequently supported and kept up like individual representatives. In a team-situated condition, people add to the general accomplishment of the association. They work with different individuals from the association to create these outcomes. While they have particular employment capacities and have a place with particular divisions, they are brought

together with different individuals to achieve the general destinations. The master plan drives their activities; and their capacities exist to serve the master plan. Teamwork is cultivated by regarding, empowering, enthusing and watching over individuals, as opposed to misusing or managing to them. Store (1996) confirms that the core of the team building approach is love and otherworldliness which results in shared regard, sympathy, and humankind to work. Individuals working for each other in teams are a more intense power than abilities, procedures, and strategies, yearly examinations, administration by-targets and so forth. Teams generally end up incredible teams when they choose to do it for themselves.

Cultivating teamwork includes making a work culture that qualities coordinated effort; where individuals comprehend and trust that reasoning, arranging, choices and activities are better when done helpfully. Making a culture of teamwork is reliant on administration conveying plainly the desire that teamwork and coordinated effort are normal; demonstrating teamwork in their communication with each other and whatever remains of the association; individuals discussing and distinguishing the estimation of a teamwork culture; fulfilling and perceiving teamwork; individuals discourses inside the organization stressing teamwork and the execution administration framework underlining and esteeming teamwork.

3. SCOPE OF THE STUDY

The study attempts to determine the impact of the HR practices that gears up team building in to effectiveness in the performance of the employees in the banking sector. A recent report produced by the Lowe (2009) indicated team performance can be increased by keeping basic teamwork principles at the forefront. To expedite this matter, it is vital to examine different factors associated with effectiveness of team building and to what extent these factors can lead to create effective team performance. This study also seeks to provide an understanding on what team effectiveness means to people in the banking sector The key to successful team building is to form teams that are cohesive and highly effective. In order to be a cohesive team, team members need to set goals jointly and understand them, all team members need to have equal participation in team activities, there must be good communication between team members, team members should share and exchange ideas freely, conflict needs to be effectively resolved in the team, interpersonal relations among team members needs to be good and obstacles need to be overcome and resolved together as a team. It is only through a high level of cohesiveness that these teams can be effective in carrying out daily functions. There is therefore a need to ensure that teams are highly cohesive in order to enhance team effectiveness. This study will provide an insight into the influence of team cohesiveness on team effectiveness in the Banking services provided by the organizations taking Tamil Nadu as the geographical area. The subject of this research was motivated by the growing importance of new HR practices that initiates effective teamwork in organizations.

4. STATEMENT OF THE PROBLEM

The objective for a team is to grandstand its attractive quality of agreeable connections through target execution. To guarantee the workers in the keeping money benefits effectively total their set target, it is vital for the managing an account organizations to advance, measure, and assess their teams' viability. Definitely, it is a testing undertaking to perform, however there are hidden reasons why these organizations require a successful estimation framework for teams. As expressed by Mohrman (1995), estimation of individual execution is as yet the focal point of most research, and numerous examination and reward frameworks, regardless of the expansion in team use.

As per Cantu (2007), a portion of the purposes behind a viable estimation in teams depend on the likelihood that the more successfully a team capacities, the more advantages they are probably going to acknowledge from the work team structure. Team structures alone are not adequate to make effective improvements in workplace viability, quality, profitability, and representative mentalities. In spite of the fact that there are various adequacy estimations for teams, there isn't one estimation custom-made particularly incorporating HR hones in the teams. Since any team in workplace include people with different foundations, each has an extraordinary arrangement of necessities he/she wishes to accomplish. Cohen and Bailey (1997) demonstrated usually outlandish for scientists and directors to think about teams in various utilitarian regions, divisions, or offices.

In this way, it is significant for team pioneers to decide the most ideal approach to guarantee all team players' desires are lined up with the general task's objectives and targets. Busseri et al. (2000) proposed it might be valuable for team individuals to ponder how well they are working together every now and then. This can be tended to by directing appraisal and assessment among team individuals and by the team heads on what they believe is working admirably, what isn't working great, and how it very well may be made strides. By creating sound estimations, it is trusted team viability

can aid quality changes (Manz and Sims 1993), profitability (Ray and Bronstein 1995), wellbeing, non-attendance, and representative dispositions (Beyerlein and Harris 1998) all through the business procedure.

5. REVIEW OF LITERATURE

Edwards, Roy, Lumley, Manjan, Silver (1983) in their edited volume have discussed the importance of man power and its strategies. In the opinion of authors, role of manpower has gained enough momentum in labour markets and production areas. Significance of industrial relations, training and development has also been explained. *S.L. Goel (1984)* in his study on public personnel and their administration has dealt with its nature, scope, functions and importance. He has studied the concept of organizational analyses and has pointed some critical situations like (i) change in the objectives of the enterprises (ii) change in the method of work and (iii) over organization i.e., complexity of organizations. He has also made a comparative study of recruitment and training policies of public employees in countries like USA, UK, France and India.

V. Lakshmipathy (1985) has made a study on performance appraisal system in public enterprises of India. He has taken up important aspects of human resource management, performance of organizations and workers, human behaviour and leadership also. He opines that studying human behaviour in organizations is very important.

Kirkman (2000:49) defines a work team as a group of individuals working interdependently toward common goals and whose members are mutually accountable for task accomplishment. Work groups or teams have been described, alternatively, as interdependent collections of individuals who share responsibility for specific outcomes for their organizations *(Henkin and Wanat, 1994: 124).*

According to *Guzzo and Dickson (1996:308),* a work group is made up of individuals who see themselves, and who are seen by others, as a social entity, who are interdependent because of the tasks they perform as members of a group, who are embedded in one or more larger social systems and who perform tasks that affect others.

According to *Hamilton, Nickerson and Owan (2003)* many firms use teams or have implemented team-type incentive systems for a wide variety of productive activities. For example, Lazear argues that forming teams is economically desirable when they make possible gains from higher production among workers, facilitate gains from specialization by allowing each worker to accumulate task-specific human capital, or encourage gains from knowledge transfer of information that may be valuable to other team members.

Duek (2000) in his research on teams says both practice and research state that when appropriate, teamwork raises the quality of decisions made and actions that ultimately lower the risk of failure in groups. Nelson and Quick (2003) say that teams are very useful in performing work that is complicated, complex, inter-related, and of a greater volume than one person can handle. The ideology of team-orientated management systems is that they promote the development of more egalitarian group structures rather than developing the hierarchical structures of traditional work groups *(Sulon, 1997).*

Team building needs a midwife – one person, or a small corps, who will fuel the team building process with energy and insight. The catalyst may be a manager, a team member, a company specialist, or an external change agent. One thing is clear from the outset: team building is a process of development and change. Those involved need to have a personal theory of how to accomplish change effectively. This is especially relevant for the person serving as the catalyst *(Francis and Young, 1979).*

Johnson (1996) claims that the first step in building a team is to select and train the managers. They will need training in listening, communication and reinforcement skills, as well as the goal setting and facilitative techniques needed to run meetings. Team building begins with the understanding that work groups require time and training before they develop into productive and cohesive units. There is a definite learning curve in building an effective team. At first, some employees may be unwilling to join or buy into the group. Only when they see success and team member satisfaction will this feeling change. As the team matures, members learn the basics of team work, understand their goals more clearly, make more effective group decisions, and pursue group goals *(Luthans, 2002).*

According to (*Weisbord, 1985)* team building enables innovation to take place by maintaining open lines of communication. A successful team building strategy has many components. You must provide clear direction, leadership, support and recognition. With a balanced, customized approach, you'll create a more collaborative environment. Your

employees will work together more effectively, ultimately boosting your firm's productivity and adding value to the services your company provides to its clients *(Messmer, 2003)*

Newly formed groups are prone to ineffectiveness. Regular meetings are essential to establish understanding about each team member's contribution to the team and the reward for that contribution. Team building interventions should include setting goals and priorities, analyzing how the group does its work, examining the group's norms and processes for communicating and decision making, and assessing the interpersonal relationships within the group. Gibson claims that diagnostic meetings are important in determining each team member's problems and other member's perceptions of the problems. A plan of action should then be agreed upon to undertake a specific action to alleviate one or more problems. Although reports of team-building indicate mixed results, the evidence suggests the group processes improve through team building efforts.

This record of success accounts for the increasing use of team building as an organizational development method *(Gibson, Ivancevich and Donnelly, 1994).* Team building can be an essential part of an organizational development effort because many of the tasks of organizations are conducted by work teams rather than individuals.

An organization in which work teams do not work well will have a hard time being effective. Improving team functioning can go a long way toward improving an organization. *Neuman* found that team building had a positive effect on job satisfaction *(Spector, 2000).*

According to *Guzzo and Dickson (1996: 309)* effectiveness in groups is indicated by group produced outputs (quantity, quality, speed, customer satisfaction) and the consequences a group has for its members or the enhancement of a team's capability to perform effectively in the future.

Effective groups are characterized as being dependable, making reliable connections between the parts, and targeting the direction and goals of the organization. This is accomplished when members "buy in," achieve co-ordination, have the desired impact, and exhibit the kind of vitality that sustains the organization over time as the environment shifts or changes *(Luthans, 2002: 471).*

Team or group effectiveness may focus on output and or group orientation. Shea and Guzzo have defined effectiveness as the production of designated products the delivery of contracted services per specification *(Henkin and Wanat, 1994: 128). Hackman and Morris* felt that this perspective was too narrow and proposed a broader definition which viewed team effectiveness in terms of performance, satisfaction of group member needs, and the maintenance of the group over time. Internal effectiveness focuses on the ability of the team in terms of group problem-solving, while external effectiveness is concerned with the team's ability successfully to introduce changes into a larger organization with an intact decision making structure *(Henkin and Wanat, 1994 : 129)*

6. RESEARCH QUESTIONS

Following research questions arise in the present research study:

1. How do the socio demographic factors influence the team effectiveness?

2. What are the various HR practices followed by the Banks?

3. What are the factors of motivating HR practices that influence effective team building?

4. To what extent the HR practices followed by the organizations affect the performance of the Team?

5. What is the team building practice that implies team effectiveness among the employees in the banks?

7. OBJECTIVES OF THE STUDY

1. To identify the socio-economic factors influence the team effectiveness in the selected banks.

2. To examine the various HR practices followed by the banks.

3. To identify the factors of motivating HR practices that influence effective team building.

4. To measure the HR practices followed by the organizations that affects the performance of the Team.

5. To analyze the team building practices that implies team effectiveness among the employees in the banks.

6. To study the overall performance of employees through effective team building in the selected banks within the selected districts of Tamil Nadu.

8. RESEARCH METHODOLOGY

Methodology of any type of research takes a vital role in bringing a logical and scientific approach. It requires a strong base to the research and it leads to a reliable as well as valid interpretations. Rationale behind the research methodology lies on its meaningful considerations of variables and the approaches to study them. In this sense, research methodology acts as a basement of any type of research. This is a survey, based on the opinion of the employees of the chosen banks in

8.1 Dimensions of the Study

Apart from the demographic and socio economic aspects of the employees, the present study takes the HR practices, Team building practices, Team Effectiveness and the employee performance as the dimensions of research. These dimensions are split into various sub-dimensions in the analysis section of the research.

8.2 Sampling Technique

The employees of banks in the selected districts of Tamil Nadu are treated as the population of the study. The multi stage sampling technique has been adopted in the study.

8.3 Questionnaire

A structured questionnaire is constructed to get the primary data from the sample employees of the chosen banks. Formerly, it was pre tested among 60 employees. On the basis of experience gathered at the time of pre testing, the questions of the schedule were modified accordingly.

8.4 Framework of Analysis

As the present research is a survey in nature the primary data were analyzed carefully. Studying about employees of the banks has been possible in the beginning section of the analysis. For this, data relating to the socio economic profile were used.

8.5 Analytical Tools

Apart from the percentage, chi square test, ANOVA test, Friedman rank test, Neural Network Model, Tree Structured analysis, Factor Analysis and other relevant tools were used to make interpretations from the analysis of data. Fro, this, SPSS 20, has been utilized.

8.6 Measurement and Scaling Technique Used

Measuring scaling towards the HR practices, Team building factors, Team effectiveness and Performance of the employees are measured with the help of seven point scale such as Strongly disagree, Disagree, Slightly disagree, Neither agree nor disagree, Slightly agree, Agree, Strongly agree. The attribute performance of the employees is measured with the seven point scaling such as, Highly dissatisfied, Dissatisfied, Slightly Dissatisfied, Neutral, Slightly satisfied, Satisfied, and Highly satisfied.

9. FINDINGS OF THE STUDY

Effective team building requires good HR practices like finding time, selecting team members, empowering team members, providing training in relevant skills and knowledge, developing shared goals, and facilitating team functioning - particularly in the early stages of the team's work. When assembling a team it is very important to consider the overall dynamics of the team. Successful teams are made up of a collection of effective individuals who are experienced, have problem solving ability, are open to addressing the problem and are action oriented. The team relationship has to do with the ability of team members to give and receive feedback. The dynamism in team problem solving which implies that team effectiveness depends on the level of focus and clarity of the goals of the team. Effective team leadership depends on leadership competencies. These factors are analyzed as those that had implications over team effectiveness and in turn employees performance.

10. SUGGESTIONS

Team building is about change and the interest in change must not only be real, it must value creative thinking, unique solutions, and new ideas while at the same time rewarding people who take reasonable risks to make improvements rather than those who fit in and maintain the status quo. There must also be adequate provision for necessary human resource development to stimulate new thinking. The process of reviewing employee ideas, and encouraging creative thinking from employees, has evolved over the years. Adequate time must be created to read about new ideas, revel in the creative thinking of staff and make changes. Team members need to feel responsible and accountable for team achievements. Rewards and recognition must be given when teams are successful with reasonable risk being respected and encouraged in the organization rather than team members fearing reprisal. Team members need to spend their time resolving problems not finger pointing and the reward systems must be designed to recognize both team and individual performances. In the same vein, the gains and increased profitability must be shared with team and individual contributors. People who feel appreciated are more positive about themselves and their ability to contribute. People with positive self-esteem are potential best employees. There must be fairness, clarity, and consistency and those that make similar contributions should have equal chances of receiving recognition.

11. CONCLUSION

Implementing and building teams in an organization needs considerable organizational change and strong HR practices. The entire organization ranging from the team members, supervisors, managers, the organizational structure, culture, work processes, methods, and social relationships are affected. The depth and scope of the changes implies that team building and implementation is a lengthy process presenting many challenges. However the benefits are enormous and those implementing teams have no plans to revert to their previous structures. Despite the challenges, effective teambuilding provides many benefits to organizations. Hence this study explores the performance through team effectiveness.

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